

Executive Registry
0-4448

25 MAY 1949

C. H. Ravndal, Esquire  
 Director General of the  
 Foreign Service  
 Department of State  
 Washington 25, D. C.

Dear Mr. Ravndal:

Reference is made to Mr. Martin's letter FR of May 6, 1949, about comments and appraisals on the reporting documents received by this Agency from the Foreign Service.

CIA finds the Foreign Service reports very useful and will be glad to cooperate with your office by submitting constructive criticism and suggestions for improvement, so that these reports may more satisfactorily meet the requirements of this Agency.

In view of the large number of documents furnished to CIA by the Foreign Service, comments cannot be submitted on all of them even though this does afford CIA a welcome opportunity to contribute to the guidance of the reporting officers. In effect, CIA will be able to render appraisals of only those documents which are exceptionally good or noticeably deficient. However, this does not preclude the evaluation also of items which your Division of Foreign Reporting Services feels should be commented upon for its own reasons. Just the other day one of my Officers called my attention to a Foreign Service Report from [ ] which it found most helpful. Lacking your Forms DS-509 and DS-767, I am enclosing a memorandum thereon for your appropriate use.

STAT

I assume that most of the reports used by this Agency are in your "political" classification, so suggest that if it is feasible you forward to [ ] 2430 E Street, N. W., a dozen of the mimeographed instruction sheets "Reporting Appraisal System" Departmental Announcement 11, about 100 Forms DS-767, and a few dozen Forms DS-509. We shall be glad to submit them from time to time to the designated office and are sure that this system will be of mutual benefit.

STAT

State Dept. review completed

It is noted that a representative of the Division of Foreign Reporting Services will be able to discuss the appraisal system with representatives of this Agency. It is believed that such discussions with representatives of our Office of Reports and Estimates would be of great value in establishing the necessary procedures for implementing this new system. It would be appreciated, therefore, if this representative could telephone to [redacted] [redacted] to make the necessary arrangements.

signed & disp 7/25/49.

R. H. HILLENKOETTER  
REAR ADMIRAL, USN  
DIRECTOR OF CENTRAL INTELLIGENCE

Enclosure

PC/mhb  
ICAPS

cc: AD/ORE

[redacted] ORE  
[redacted] ORE

Signer's Copy  
Central Records  
Return to ICAPS ✓

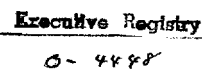
MEMORANDUM FOR: DIVISION OF FOREIGN REPORTING SERVICES  
DEPARTMENT OF STATE

By Despatch No. 31, dated 15 February 1949, the U.S.  
Legation at [ ] submitted a detailed review of the  
CIA Situation Report on [ ]

CIA expresses its appreciation for this excellent  
and helpful review of its report by Legation [ ]  
The constructive criticism and additional information con-  
tained in the Legation's despatch were of considerable  
assistance to CIA. The despatch brought up to date some  
data in the Report and supplied several gaps in informa-  
tion available to CIA.

DEPARTMENT OF STATE

WASHINGTON



In reply refer to FR

May 6, 1949

My dear Admiral Hillenkoetter:

Reference is made to various recent conversations between officers of the Division of Foreign Reporting Services of the Office of the Foreign Service, and officials of the Central Intelligence Agency relative to appraising and commenting upon reporting documents received from the Foreign Service of the United States.

The system for providing ratings and comments affords a rather direct and easy way for the users to make known to the writers those qualities of their reports which are most desirable for the uses to which they are put, as well as the shortcomings which detract from their usefulness. The appraisals are considered invaluable by the members of the Foreign Service as a means of knowing how well and effectively foreign reporting services are being performed. The resulting stimulation of effort and improved morale have raised the level of performance and produced better reports in many instances. In addition, the system has provided performance evaluation data for the efficiency records of individual reporting officers.

The importance attached to this program for obtaining appraisals and comments on reporting services performed by the Foreign Service and transmitting them to the participating personnel abroad is exemplified by an Announcement (No. 11 of January 25, 1949) circulated in the Department of State. A copy of this Departmental Announcement is enclosed, together with specimen copies of the appraisal forms mentioned in its second paragraph.

Upon request

Rear Admiral R. H. Hillenkoetter, U.S.N.,  
Director, Central Intelligence Agency.

Upon request, a representative of the Division of Foreign Reporting Services will be glad to explain the purposes and operation of the appraisal system to members of your organization with a view of enlisting their cooperation and participation.

Sincerely yours,

For the Secretary of State:



H. P. Martin  
Director

Office of the Foreign Service

Enclosures:

1. Copy of Departmental Announcement No. 11
2. Form DS-509
3. Form DS-767

Department of State

Departmental Announcement 11

REPORTING APPRAISAL SYSTEM

1. The Director General of the Foreign Service and the Office of the Foreign Service are very much interested in learning whether the reporting services provided by the Foreign Service of the United States are satisfactorily meeting the actual requirements of the numerous users and in having such services appraised on a regular and continuing basis. The need for adequate data on the value and deficiencies of individual reporting efforts has been repeatedly stressed by Selection Boards, the Office of the Foreign Service, the Bureau of the Budget, and the Congress. The program now administered by the Office of the Foreign Service, Division of Foreign Reporting Services, was designed to provide such data as well as to supply Chiefs of Missions and reporting personnel in the field with the constructive reaction of users, both public and private, to the reporting.
2. Appraisal forms (DS-509 for economic, cultural, administrative, consular, etc.; and DS-767 for political reporting) provide for the grading of individual submissions from the field and for appropriate comment, not only on individual reports, despatches, telegrams, and airgrams but also on reporting coverage, programs as a whole, by post, country, or area. Such comments, to be of maximum value, should indicate the strong and weak points of a report or series of reports, offer constructive criticism and suggestions for improvement, and indicate when a particular type of report is no longer necessary for actual operations or as a basis for policy formulation.
3. All users of Foreign Service reporting are requested to cooperate in the program to the fullest extent possible. Field communications reaching the desks of officers without an appraisal form attached should be appraised on forms voluntarily submitted by the reviewing officers or by memoranda addressed to the Division of Foreign Reporting Services, Office of the Foreign Service. Appraisal forms may be secured upon request from that Division - (Republic 5600, extension 4448).
4. The Division of Foreign Reporting Services is prepared to discuss the operation of the appraisal program and would welcome invitations from users of foreign reporting services.

(CS/R)

**FOREIGN SERVICE DOCUMENT APPRAISAL SHEET**

(When completed, detach and return to FR)

DIVISION OF FOREIGN REPORTING SERVICES

DEPARTMENT OF STATE

No. \_\_\_\_\_ Date \_\_\_\_\_ Despatch ☐ Report ☐ Airgram ☐ Telegram ☐

Post \_\_\_\_\_ Prepared by \_\_\_\_\_

Subject \_\_\_\_\_

Research and preparation time for subject document:

Reporting Officer(s) : \_\_\_\_\_ Reporting Clerk(s) : \_\_\_\_\_ Clerk(s) : \_\_\_\_\_ TOTAL HOURS \_\_\_\_\_

*Your cooperation in commenting upon and grading the attached document is essential for a fair appraisal of the information supplied or service performed by the reporting officer and will be used to inform the post and the reporting officer of the effectiveness and value of the communication.*

Does the information provided meet your needs in respect to thoroughness, factual presentation, analytical and interpretative comment and timeliness? Can you suggest improvements? Mention actual use made of the material, and degree of usefulness. Could this report or type of reporting be curtailed or eliminated insofar as your use of it is concerned?

*The rating given will form part of the grade accorded the work of the reporting officer.*

Rating recommended: Outstanding ☐ Good ☐ Deficient ☐  
(Check one) Very good ☐ Adequate ☐ No rating ☐

Name of reviewing officer \_\_\_\_\_ Telephone No. \_\_\_\_\_

COMMENT:

FORM DS-767  
12-29-48

Approved For Release 2003/08/04 : CIA-RDP80R01731R002600160003-8

POLITICAL REPORT APPRAISAL

OFFICE OF FOREIGN SERVICE  
DIVISION OF FOREIGN REPORTING SERVICES

(When completed send to OFS/FR)

NO.	DATE	<input type="checkbox"/> DESPATCH <input type="checkbox"/> REPORT <input type="checkbox"/> AIRGRAM <input type="checkbox"/> TELEGRAM						
POST	PREPARED BY							
SUBJECT								
RATING RECOMMENDED (check one): <table><tr><td><input type="checkbox"/> Excellent</td><td><input type="checkbox"/> Good</td><td><input type="checkbox"/> Unsatisfactory</td></tr><tr><td><input type="checkbox"/> Very Good</td><td><input type="checkbox"/> Fair</td><td><input type="checkbox"/> No Rating</td></tr></table>			<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Very Good	<input type="checkbox"/> Fair	<input type="checkbox"/> No Rating
<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Unsatisfactory						
<input type="checkbox"/> Very Good	<input type="checkbox"/> Fair	<input type="checkbox"/> No Rating						
<p>COMMENT:</p> <p>Comments are of particular assistance to reporting officers in understanding and meeting the needs of this government for information and necessary interpretation. Please comment as fully as possible below. Your comments will be processed and forwarded to the reporting officer. (The reverse of this form provides a work sheet which may be useful in determining a rating and formulating a comment.)</p>								
SECURITY CLASSIFICATION:	NAME OF APPRAISING OFFICER							
Approved For Release 2003/08/04 : CIA-RDP80R01731R002600160003-8	TELEPHONE NO.							



## POLITICAL APPRAISAL WORK SHEET

*The use of the following check list is optional. It is provided here only to guide or assist appraising officers in determining a rating and formulating a comment on a political reporting document.*

CHECK OR INDICATE QUALITY  
OR EFFECTIVENESS AS GUIDE  
FOR FORMULATING COMMENT:

TIMELINESS . . . . .	_____
JUDGMENT AND OBJECTIVITY IN INTERPRETATION, ANALYSIS . . . . .	_____
JUDGMENT SHOWN IN DEVOTING TIME TO SUBJECT IN VIEW OF RELATIVE IMPORTANCE. . . . .	_____
COMPLETENESS . . . . .	_____
COMPLIANCE WITH INSTRUCTIONS . . . . .	_____
CAREFUL CHECKING ON IMPORTANT POINTS . . . . .	_____
ORDERLY AND COHERENT PRESEN- TATION . . . . .	_____
CHOICE OF MATERIAL . . . . .	_____
APPARENT AUTHENTICITY OF INFORMATION. . . . .	_____
ILLUSTRATIVE MATERIAL OR EN- CLOSURES SUMMARIZED IN KEY PHRASES IN BODY OF DOCUMENT. . . . .	_____
CONCISENESS. . . . .	_____
EXPRESSION AND CLARITY . . . . .	_____
CONSISTENCY OF CONCLUSIONS, AND RECOMMENDATIONS WITH FACTUAL MATERIAL . . . . .	_____
CONTACT WORK . . . . .	_____
FORESIGHT AND INITIATIVE . . . . .	_____
USEFULNESS . . . . .	_____
CURRENT WORK . . . . .	_____
POTENTIAL REFERENCE. . . . .	_____